



Healthy Foods & Healthy Finances:

Creating a Win-Win for Your District

Alicia Moag-Stahlberg, MS, RD

Executive Director, AFHK

NSBA March 29, 2004

Session Overview

- ▲ Why be concerned?
- ▲ What is being done?
- ▲ Action for Healthy Kids: learnings from the field
- ▲ What school board members can do!
- ▲ Making vending work for health and financial benefits - Roger Kirk
- ▲ Making school food service profitable - Beth Nichols



Why the concern?

- ▲ Poor nutrition and inadequate physical activity leads to health & learning problems
- ▲ Costs due to the obesity epidemic
 - Obligation to identify and provide outreach
 - Opportunity and revenue cost due to missed school days
- ▲ Nutrition is linked to achievement, attendance & behavior



Why the concern?

- ▲ Legislative changes are on the horizon
 - What foods/beverages can be sold
 - When these foods/beverages can be sold
 - Marketing of foods/beverages
 - Reporting of weights/BMI
 - Nutrition and health education
 - Physical education

▲ Legal issues could arise



Problems with selling competitive foods

- ▲ Most choices are low in nutrition and high in calories
- ▲ This abundance of low nutrient choices conflicts with US Dietary Guidelines
- ▲ Schools that prohibit sales of these foods have increased ppt NSLP
- ▲ Vending revenue could replace bigger revenues from ppt in NSLP



Problems with selling competitive foods

- ▲ Leads to the selling of more low-nutrient items in a la carte
- ▲ Effects consumption of healthier foods
- ▲ May increase stigma of ppt in NSLP
- ▲ Leads students to purchase competitive foods even when they can not afford it



Many Children Are Flunking Healthy Eating

- ▲ Only 2% meet all the recommendations of the Food Guide Pyramid: 16% do not meet any
- ▲ Less than 20% eat the recommended servings of fruit and vegetables
- ▲ Only 30% consume the recommended milk group servings
- ▲ Only 19% of girls (9-19 yrs) meet the recommended intakes for calcium
- ▲ Only 16% of school children meet the guidelines for saturated fat



How Many Students Are Overweight?

- ▲ 15% of US youth are overweight
- ▲ 30% of US youth are at-risk for overweight
- ▲ Overweight youth 4 times more likely to be absent from school



Is being overweight associated with health problems in children? Yes!

- Type 2 diabetes
- Asthma
- High blood pressure
- High cholesterol
- Joint problems
- Sleep disorders
- Low self-esteem
- Poor body image
- Eating disorders
- < Mobility
- < Activity
- Isolation



What are the benefits from offering healthful options?

- ▲ Support from parents and teachers
- ▲ Improved achievement, attendance, behavior
- ▲ Being part of the solution, shaping healthful behaviors
- ▲ Bringing in additional revenue without being a detriment to student's health



Nutrition & Learning Are Linked

- ❖ Essential for brain development
- ❖ Improved attention span
- ❖ Increased concentration
- ❖ Improved/higher test scores
- ❖ Improved attendance
- ❖ Lower rates of tardiness
- ❖ Improved behavior
- ❖ Less visits to school nurse



What is being done nationally?

- ▲ 2004 - 23 states have bills pending that address school nutrition
- ▲ 2003 - 2 states enacted laws regarding vending
- ▲ 20 states already having some type of competitive foods policy
- ▲ Major school districts are making policy changes (e.g., LA, Oakland, NYC, Philadelphia, San Antonio)

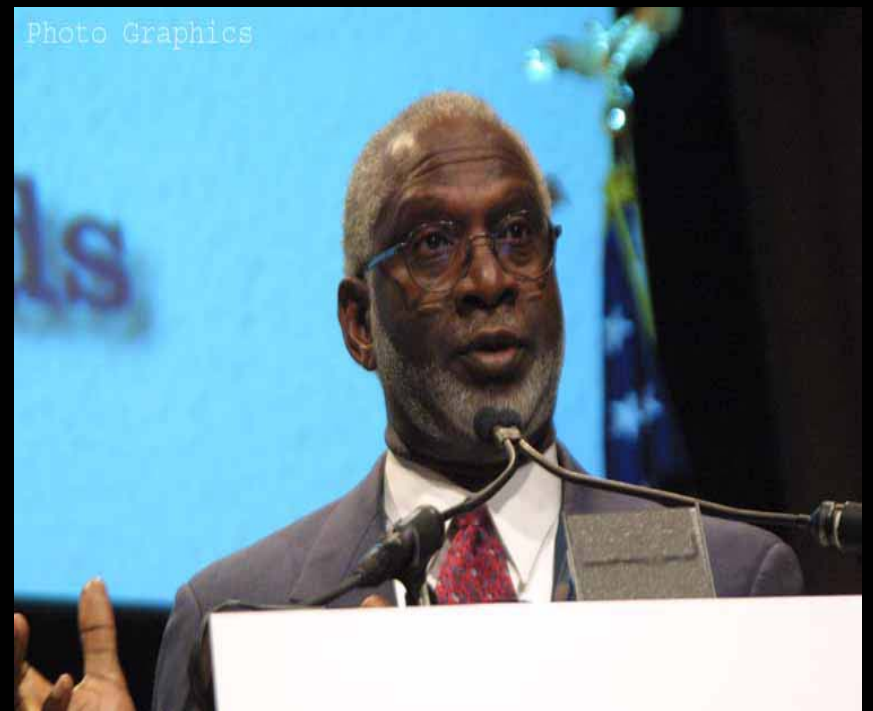


Photo Graphics

Photo Graphics



Photo Graphics



AFHK Partner Steering Committee Members

- ▲ American Academy of Family Physicians
- ▲ American Academy of Pediatrics
- ▲ American Assn. of School Administrators
- ▲ American College of Nutrition
- ▲ American Dietetic Association
- ▲ American Diabetes Association
- ▲ American Federation of Teachers
- ▲ American School Food Service Assn.
- ▲ American School Health Assn.
- ▲ Assn. for Supervision and Curriculum Dev.
- ▲ Assn. School Business Officials Intern.
- ▲ Assn. State and Territorial CD Dr.
- ▲ Assn. State and Territorial Health Officials
- ▲ Assn of State and Territorial Public Health Nutrition Directors
- ▲ Council of Chief State School Officers
- ▲ Family, Career and Community Leaders of America
- ▲ Food Research and Action Center
- ▲ Nat'l Assn. for Sport and Physical Education
- ▲ Nat'l Assn. of Elementary School Principals
- ▲ Nat'l Assn. Pediatric Nurse Pract.
- ▲ Nat'l Assn. of School Nurses
- ▲ Nat'l Assn. of Secondary School Principals
- ▲ Nat'l Assn. of State Boards of Education
- ▲ Nat'l Assn. of Student Councils
- ▲ Nat'l Coalition for Parent Involvement in Education
- ▲ Nat'l Coalition for Promoting Physical Activity
- ▲ National Dairy Council
- ▲ National Education Association
- ▲ National Parents Association
- ▲ National Medical Association
- ▲ National School Boards Association
- ▲ The Robert Wood Johnson Foundation
- ▲ Society for Nutrition Education
- ▲ USDA/Food and Nutrition Services
- ▲ USDoE/Safe and Drug-Free Schools
- ▲ US DHHS/Office of Disease Prevention, Centers for Disease Control and Prevention, National Institute of Child Health and Human Development



AFHK Vision

- ▲ Schools provide an environment that fosters the development of lifelong habits of good nutrition and physical activity for all children
- ▲ This is aimed at:
 - Enhancing the learning potential of all children,
 - Slowing the rate of increase in overweight and obesity,
 - Leading to the prevention of overweight and obesity in youth.



Healthy Nutrition Environment

- ▲ Commitment to nutrition and physical activity
- ▲ Quality school meals
- ▲ Health promoting food options
- ▲ Pleasant eating experiences
- ▲ Nutrition education
- ▲ Marketing and communications



Actions State Teams Have Taken

- ▲ Benchmark data collection
- ▲ Developing nutrition policies and guidelines for vending
- ▲ Creating comprehensive approaches for nutrition on school campus
 - No foods and beverages in competition to school lunch program
 - Improvements in school meals
 - Fund-raising by students/parents
- ▲ Creating healthy vending selections



What School Boards Can Do!

- ▲ Establish comprehensive nutrition policies
 - Address food and beverage contracts
 - Make more healthful choices available
 - Limit access to competitive foods
 - Fund-raising tactics examined
- ▲ Become informed - hear from experts, gather local data from parents and students



What School Boards Can Do!

- ▲ Create a school health counsel
- ▲ Develop a marketing plan to promote healthful food/beverage options
- ▲ Join AFHK State Team
- ▲ Visit AFHK website for examples of What's Working and Resources



www.ActionForHealthyKids.org

The screenshot shows the homepage of the Action for Healthy Kids website. At the top is a navigation bar with a logo on the left and a search bar and "State Team Member Sign-In" link on the right. Below the navigation bar is a main banner featuring a photo of David Satcher, MD, PhD, with a quote: "Together we really can make a difference in the health of our nation's children." The banner also includes the text "Together:" and a link to "About Action for Healthy Kids". To the right of the banner is a section titled "Our Collaborators" listing several U.S. government departments and agencies. Below the banner is a section titled "Action for Healthy Kids is about creating health-promoting schools that support sound nutrition and physical activity as part of a total learning environment." This section contains a paragraph about the organization's mission and a link to "about us". To the right of this section is a "What's Happening" section with a map of the United States and a dropdown menu to "Select Your State...". Below the map is a "WHAT'S NEW" section with a link to "What's Working success stories". At the bottom of the page is a footer with links to "Back to Top", "Contact Us", "Privacy Policy", "Site Map", and "State Team Member Sign-In".

Action for Healthy Kids™
Join forces with education and health leaders to take action for children's nutrition and physical activity.

[Home](#) [State Teams](#) [Tools for Action](#) [Events](#) [How You Can Take Action](#) [Newsroom](#) [About Us](#)

"Together we really can make a difference in the health of our nation's children."
Together:
— David Satcher, MD, PhD
Chairman, Action for Healthy Kids
[About Action for Healthy Kids](#)

Our Collaborators
U.S. Department of Agriculture -- Food and Nutrition Service
U.S. Department of Education -- Office of Safe and Drug-Free Schools
U.S. Department of Health and Human Services
--Office of Disease Prevention and Health Promotion
--Centers for Disease Control and Prevention
--National Institute of Child Health

Action for Healthy Kids is about creating health-promoting schools that support sound nutrition and physical activity as part of a total learning environment.
Action for Healthy Kids (AFHK) is a nationwide initiative dedicated to improving the health and educational performance of children through better nutrition and physical activity in schools. This effort represents a response to our nation's epidemic of overweight, sedentary, and undernourished children and adolescents. Healthy schools produce healthy students -- and healthy students are better able to learn and achieve their true potential. An outgrowth of the 2002 Healthy Schools Summit, AFHK is composed of 51 State Teams and a national coordinating and resource group. AFHK fosters sharing and collaboration among diverse stakeholders to encourage and facilitate meaningful change in schools. Guidance and direction is provided by [more than 30 national organizations and government agencies](#) representing education, health, physical activity and nutrition. Learn more [about us](#).

An integrated grassroots network of [AFHK State Teams](#) is launching state-level Action Plans focused on improving nutrition and physical activity opportunities in schools. Learn [how you can take action](#), find out [what's happening in your state](#) or simply use our [tools for action](#).

What's Happening
IN YOUR STATE?
Select Your State... [Go](#)

WHAT'S NEW
[What's Working success stories](#)
Now you can search the database to find profiles of more than 85 successful programs that are working towards children's nutrition and physical fitness. [Click here](#) to find a program, or [tell us](#) about the success of your program.

[Back to Top](#) [Contact Us](#) [Privacy Policy](#) [Site Map](#) [State Team Member Sign-In](#)



Kids have to
be healthy to
learn, and
they have to
learn how to
be healthy



NSBA: Balancing Good Health and School Finances

Roger Kirk



Summary of Presentation:

NSBA: Balancing Good Health and School Finances

Objective: How to Ensure Healthy Options in Soft Drink and Snack Vending Venues, while *Maintaining/Improving School Finances*

- ▲ The Rule of 51
- ▲ The Perfect Contract
- ▲ Why The Vendor is *Not* The Enemy
- ▲ The Three Tiers of Vendor Management
- ▲ You Own the Value
- ▲ Identify Your Pie
- ▲ Know the Facts
- ▲ Partnering w/ Health Dept
- ▲ State Your Intent
- ▲ Learn the Lingo
- ▲ Involve the Vendor
- ▲ The Five BIG BUG-A-BOO's
- ▲ Be Fair and Have Fun



The Rule of 51

- Normal Mathematical Rules of Addition do not apply in Successful Negotiations
 - Ask Yourself what Results that you want **and** expect from this RFP or Bid?
 - Now, ask Your Vendors what they expect!
 - Be Flexible and Fair in the Entire Process
- ✓ A successful RFP or Bid will leave *you* knowing that *you* received 51% of the Results *you* desired:
 - ✧ Product
 - ✧ Quality
 - ✧ Timing
 - ✧ Pricing
 - ✓ A successful RFP or Bid will leave *your Vendors* knowing that *they* received 51% of the Results *they* desired



The Perfect Contract

? Exists only as a Fantasy?



Why The Vendor is *NOT* the Enemy

- ¶ The Vendor has the Expertise
- ¶ The Vendor has the Experience
- ¶ The Vendor has the Resources
- ¶ The Vendor has the Flexibility
- ¶ The Vendor has the Options



Three Tiers of Vendor Management

! **Originators**

- ... Simple Goal: To Increase Shareholder Value
- ... Possess the Vision

> **Middlers**

- ... Carry message forward from Originators
- ... Translates message to Implementers

= **Implementers**

- ... Carry the baggage of experience
- ... Last in the circle of translation



You Own the Value

- © You have a Value
- © Size is only one component of Value
- © You own the facilities
- © You have a captive audience
- © You possess marketing potential
- © You control the Keys to the Value



Identify Your Pie

- \$ The Entire Pie represents Your Value
- \$ Stay Focused on the ENTIRE Pie
- \$ Each Piece of the Pie Contributes to the Value
 - ☑ Exclusivity Monies
 - ☑ Annual Monies
 - ☑ Commission Percentages
 - ☑ Free Goods
 - ☑ Guaranteed Pricing
 - ☑ Educational Programs
 - ☑ Marketing Programs



Know the Facts

- + Where are you?
 - ± Pricing
 - ± Products
 - ± Placement
 - ± Promotion
- + Where do you want to go?
- + Utilize local resources and partnerships



Partnership with Fayette County Health Department

- ⑨ Surveyed Vending Machines prior to RFP
- ⑨ Conducted BMI Surveys of 6th Graders (41% at risk or above overweight guidelines)
- ⑨ Monitored machines Post/RFP for compliance
- ⑨ Promoted Sales of Healthy Vending Items:
 - ♥ Student Focus Groups
 - ♥ Snack Sampling
 - ♥ PE Classes on Healthy Snacking/Vending
 - ♥ Developed Power of Choice Posters
 - ♥ Organized Student Vending Advisory Committee



State Your Intent

- ↑ Be Bold
- ↑ State the Vision
- ↑ One Sentence
- ↑ Define Your Vision
- ↑ Repeat, Repeat, Repeat



Learn The Lingo

▲ SKU

- Stock-Keeping Unit
- Specific by Item/Size

▲ Facing

- Product or Picture on shelf or in machine

▲ Slot

- Button on machine

▲ Plan-O-Gram (POG)

- Diagram of Proposed Placement on shelf or in machine
- Shows placement of SKU's and of Facings

▲ Data

- Actual
- Equivalent



Involve the Vendor

- ❏ Align Their Interests with Yours
- ❏ Ask for their Help
- ❏ Repeat Intent
- ❏ Demand Accountability
- ❏ Thank Them!



Fayette County Public Schools Vending Contracts

- **Needed** to Retain and Improve upon Revenue Stream from prior Vending Contract
- **Needed** to Move towards Healthier Vending Options
- **Needed** to Utilize Pricing to Manipulate Sales
- **Needed** to Motivate rather than Brand vending customers
- **Needed** to implement a **"Rule of 51"** system for **Fair and Measurable Results**
- ✓ **Received** a 30% to 40% Rise of Revenue Stream over the length of the Contract **-Up 2.2% First Qtr-**
- ✓ **Representation** of Healthy Products rose 400% to 600% - **from 12% to 72% Soft Drinks, from 1% to 40% Snacks-**
- ✓ **Improved Pricing Strategy** favoring Healthy Options **-Soft Drinks \$1.25; Healthy \$1.00-**
- ✓ **Replaced** all Brand Logos with Healthy Activity Logos
- ✓ Quarterly Vendor meetings for monitoring **Strategy/Pricing**



The Five BIG BUG-A-BOOS

- NOT Setting your Goals and Expectations
- NOT Utilizing an Expert
- NOT Staying away from Mandates, and Bans
- NOT Utilizing Vendors Expertise and Initiative
- NOT Creating and Maintaining a Level Playing Field
- ✓ **Target** your Goal and Philosophy
- ✓ **Control** the Process
- ✓ **Reduce** Adversarial Relationships
- ✓ **Improve** Your Cash Flow and Revenue Steams
- ✓ Target Business **Participation**



Be Fair and Have
Fun!

Thanks for
Listening!



Can Schools Offer Healthy Foods And Preserve Revenue?

Beth Nichols



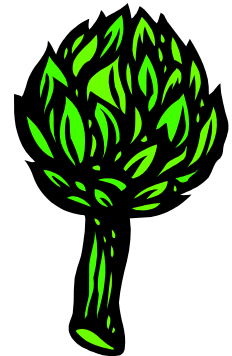
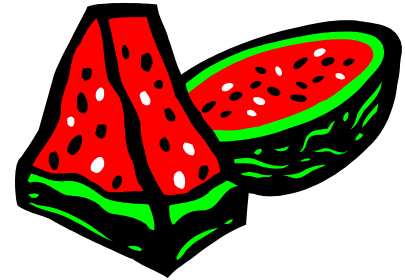
Yes!!!!

Schools Can Preserve and Increase Revenues by Serving Healthy Foods



Sophisticated Customers

- ▲ Bombarded by Advertisements
- ▲ Demand Brand Name Products
- ▲ Accustomed to Choices
- ▲ Eat Out Often
- ▲ Aware of Food Trends
- ▲ Discriminating Diners
- ▲ Demand Variety and Quality



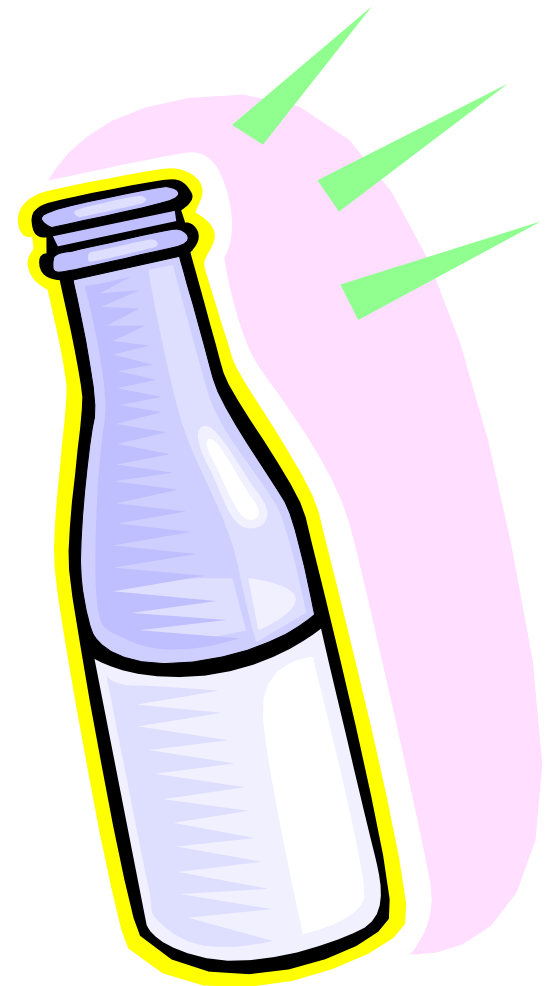
Marketing Healthy Foods



- ▲ Offer a Market Retail Look
- ▲ Compete with Restaurant /Retail Outlets
- ▲ Keep Abreast of Food Trends
- ▲ Offer a Variety of Choices
- ▲ Brand Name Recognition
- ▲ Offer Quality Products
- ▲ Balance Choices

New Look Of School Milk

- ▲ Offer 10 Ounce Milk
- ▲ Retail Packaging
- ▲ Retail Product
- ▲ Brand Name Recognition
- ▲ Variety of Choices
- ▲ Quality Product



Success

- ▲ Milk Consumption Increases
- ▲ Dairy Foods Improve the Overall Nutritional Quality of the Diet
- ▲ Overall Meals Sales Increase 5%
- ▲ Customer Perceives More Meal Value



Salad and Fruit Bars

- ▲ Include with all Meal Purchases
- ▲ Retail Display
- ▲ Quality Products
- ▲ Variety and Choices
- ▲ Customer Perceives More Meal Value
- ▲ Parental Approval
- ▲ Sales Increase

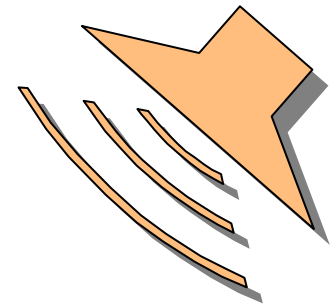


Program Resources

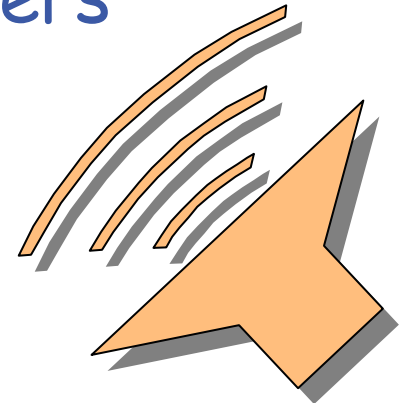
- ▲ Menu Balance
- ▲ Analyze Meal Cost
- ▲ Pair Healthy Choices with Student Favorites
- ▲ Commodities /Processed foods
- ▲ Repeated Exposure to Healthy Options



Blow Your Own Horn



- ▲ Get the word out that you are revamping menus and they are nutritious
- ▲ Letter to parents
- ▲ Faculty meetings
- ▲ Attend student council meetings
- ▲ Attend parent meetings
- ▲ Cafeteria signage
- ▲ Press release for local papers



Win-Win Healthy Dining

- ▲ Popular Choices
- ▲ Balanced Menu
- ▲ Retail Look
- ▲ Variety
- ▲ Quality Products
- ▲ Increased Revenues

